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Philip Morris USA

Execution Plan for the 2000 Accord Restaurant Event

December 3, 1999

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**Execution Plan for the 2000
Accord Restaurant Event**

Submitted by fmi

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Assignment:

Develop a detailed event execution plan for the proposed **Accord** restaurant event, which likely will occur in Richmond, Virginia, in the third quarter of 2000. The event will give current adult **Accord** smokers the opportunity to enjoy **Accord** cigarettes outside the home at a fun event with adult family/friends, and give competitive brand adult smokers the opportunity to learn about Accord and purchase the **Accord** Smoking System.

Objectives:

- Encourage repeat purchase of **Accord**.
- Create awareness, interest and trial of **Accord** among competitive brand adult smokers.
- Generate positive "talk value" for **Accord**.
- Build equity and credibility in the **Accord** brand by showing continued support.
- Allow adult smokers to feel confident and comfortable using **Accord** in a public setting.

Strategies:

- Offer **Accord** smokers the opportunity to enjoy a night out on **Accord**.
- Offer competitive brand adult smokers the opportunity to learn about **Accord** and purchase the **Accord** Smoking System.
- Capture names of interested competitive brand adult smokers at the event for future mailings.

Restrictions:

- Events are limited to "adults only" venues.
- No sampling (i.e., no free product) is permitted. Participants must purchase the entire \$45 kit in order to try the product.
- All participants are required to complete an Age Verification Form and show a government-issued identification document as conditions of participation.

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Market Situation:

- **Accord** has been in test in the Richmond market for more than a year. It has been available in 16 tobacco specialty stores in the Richmond area.
- In September 1999, availability was expanded to include all carton outlets in the Richmond area.
- **Accord** smokers tend to use the brand in addition to their usual cigarette, choosing **Accord** when they specifically want its benefits, i.e., in social situations.

Event Description:

Accord and competitive brand adult smokers are invited to dine at one of Richmond's most desirable restaurants as guests of **Accord**. The invitee may bring along one adult companion. Invitees are given a choice of five dates, each corresponding to a different restaurant. The event includes transportation (e.g., a limousine ride) to and from the restaurant, a cocktail reception, a full-course dinner including suitable beverages and dessert, entertainment, and a commemorative gift. At the event, participants will have the opportunity to learn about and purchase the **Accord** Smoking System.

Theme:

A theme will be used to help make the event distinctive and memorable. The theme that is adopted will function as the title of the event and appear on all, or most, of the support materials. As such, it will provide the link between the brand and the event.

We have developed two possible themes:

Step Out, Accord Style

or

The Accord Gourmet Experience

Each of the proposed themes has its own particular advantages. "Step Out, **Accord** Style" emphasizes the out-of-home aspect of the event without any specific reference to dining, making it suitable for future **Accord** out-of-home events. "**Accord** Style" is intended to subtly position the **Accord** cigarette with its lighter as a stylish accessory, in addition to defining "**Accord** Style" as a distinctive, sociable lifestyle.

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The other proposed theme, "The **Accord** Gourmet Experience," emphasizes the dining aspect of the event, combining it into a total "experience" of which **Accord** is an integral part.

With either theme, we propose as a lead-in or headline on selected materials, such as the invitation, the phrase "Your Table Is Ready." This phrase emphasizes the dining experience and suggests that the participant can expect special, privileged treatment and luxurious service throughout the event.

Response Rate:

Two free dinners at a premier restaurant, and a free limousine ride, is a rich payoff for any promotion, especially one with no purchase requirement. Although people will expect to receive a sales pitch, most adults who enjoy dining out at an appealing restaurant should find this offer irresistible.

As always, some percentage of recipients will overlook the offer or neglect to respond, so the response rate probably will not approach one hundred percent, but it likely will be high. It should be much higher than the usual mass promotion (e.g., premiums, rebates, coupons or sweepstakes) and somewhat higher than a party or entertainment event where admission is free but other costs (transportation, food, beverages) may be incurred by the participant. We are also proposing some unusual steps, such as follow-up telephone calls, to maximize participation.

Invitations:

Accord and competitive smokers will receive different versions of the invitation. The invitation to **Accord** smokers will position the event as a thank-you for their adoption of the brand and as an opportunity to enjoy a key **Accord** benefit, the ability to smoke in a public setting while enjoying a fine meal. The invitation to competitive brand adult smokers will position the event as an opportunity to learn about and purchase the **Accord** Smoking System, in an environment where the benefits of **Accord** over other cigarettes will be readily apparent, and where they will have the opportunity to meet current **Accord** smokers.

The brand will provide the two lists.

The invitation will be mailed in a plain white envelope, of high quality paper stock, with a (seemingly) handwritten address, and a stamp rather than a bulk indicia, so it resembles a personal invitation, such as to a wedding or other significant event. Throughout, it will look like a personal invitation to an elegant event (which it is) and not like direct mail advertising. The mailing will be timed to arrive approximately four to six weeks in advance of the first scheduled event date.



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Both versions of the invitation will deliver the following elements:

- A choice of five future dates, spread over a relatively compact period, e.g., one month. Each date will correspond to a different desirable restaurant in the Richmond area. Four of the five dates will be evening events. One will be a weekend afternoon, possibly a Sunday brunch. To make participation attractive to the restaurants, the evening events probably will need to be on weeknights, preferably Wednesday or Thursday.
- An explanation of what the event includes, i.e., transportation, cocktail reception, full course meal with beverages, and a commemorative gift for the invitee and his/her adult guest, all complements of **Accord**.
- Instructions on how to participate. (See "Fulfillment," below.)
- Brief descriptions of the participating restaurants.
- Information about the **Accord** Smoking System.
- Legal requirements and disclaimers, i.e., age verification requirements, identification requirements, non-transferability of the offer, etc.

Fulfillment:

Invitees who wish to attend one of the **Accord** restaurant events will be instructed to call a toll-free telephone number. The response system will be automated and available 24 hours a day. When the invitee calls, the system will capture a name and, if necessary, other information required to make a positive identification, so the caller can be matched to the mailing list. Then it will prompt the caller to select one of the five dates. At the conclusion of the call, the system will provide a telephone number for the caller to use if he/she has any questions.

If the system receives a clean match to a name on the mailing list, it will generate a personalized confirmation letter. The confirmation letter will:

- Confirm the invitee's reservation date and chosen restaurant.
- Calculate a reasonable travel time from the invitee's mailing list address to the chosen venue, to provide a pick-up time.
- Instruct the invitee how to modify the pick-up arrangements, if necessary.
- Provide information about the Accord Smoking System.
- Provide a telephone number to call with questions about the event.

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- Provide any other information that will enhance the participant's enjoyment of the event, e.g., wardrobe suggestions.
- Reiterate all legal requirements and disclaimers, i.e., age verification requirements, identification requirements, non-transferability of the offer, etc.

Call-Out:

At approximately the mid-point between the initial mailing and the first scheduled event, a list of non-responders will be generated and a telephone call-out will occur. **Accord** representatives will telephone all non-responders to stimulate attendance. If the **Accord** representative is unable to reach the invitee in person, but is able to leave a message, the message will reference the invitation mailing and provide a number to call for more information.

Non-Transferability of Offer:

Because of the per-participant cost of this event, only known **Accord** smokers and well-qualified competitive smokers should be invited, and participation should be strictly limited to invitees, who may bring one adult guest each. It should be made clear in the invitation and reiterated in the confirmation letter that the offer is for the named invitee only, transfer of the offer to another person is not permitted, and positive identification will be required.

Participating Restaurants

Five restaurants in the Richmond area, desirable to the **Accord** target smoker, will be recruited to participate in this event. In order to participate, the restaurant must:

- Permit smoking.
- Have sufficient capacity to accommodate up to 40 persons in the smoking section at a single sitting. A private dining room is *not* acceptable. Participants in the **Accord** event may not be segregated from the restaurant's other smoking patrons who are not event participants.
- Have suitable areas for a cocktail reception and an **Accord** sales and information station.



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- Be willing to designate all areas where the **Accord** program might be perceived by other restaurant patrons as "adults only" for the duration of the event.
- Permit tasteful sales materials to be used on the tables occupied by **Accord** program participants.
- Permit tasteful sales materials, and signage, to be used in the cocktail reception, and **Accord** sales and information areas.

Suitable compensation for the restaurants will be negotiated.

In addition to their compensation, the participating restaurants will benefit by exposure to new patrons and from the talk value of the event.

Accord Benefits:

This **Accord** restaurant promotion benefits **Accord** because it associates the brand with restaurant dining, emphasizing the **Accord** benefits of less smoke around you and virtually no lingering odor, both of which enhance the dining-with-smoking experience. This event is also an opportunity to feature the "puff on demand" feature of **Accord**, as the **Accord** smoker has the opportunity to enjoy two or three fresh puffs spaced throughout a dining experience, while the competitive brand smoker must either smoke an entire cigarette or take a few puffs and waste the remainder to achieve the same benefit.

The nature of this event provides many opportunities for **Accord** smokers to interact with each other and with competitive brand adult smokers who are curious about the **Accord** smoking experience. This will reinforce the choice made by **Accord** smokers and encourage the competitive smokers to make the same choice.

* The restaurants probably will need to inform all patrons who call for reservations, or present themselves without reservations, that the restaurant will be restricted to adults on that date. If the restaurant has multiple dining rooms and can accommodate parties that include persons under age 21 in an area where they will not be exposed to any aspect of the **Accord** event, and can prevent their access to the restricted area during the event, this requirement may be waived.



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Reminder Call:

On the day before each event, **Accord** representatives will telephone all participants scheduled to attend that event to remind them of it, confirm pick-up arrangements, and answer any last minute questions. If the **Accord** representative is unable to reach the participant in person, but is able to leave a message, the message will convey the necessary information and provide a number to call with any questions.

Transportation:

Complimentary transportation will be provided to and from the selected restaurant on the night of the event, in the form of a limousine. The date, time and address for pick-up will be included in the participant's confirmation letter. The confirmation letter will also provide information about how to modify the pick-up arrangements, if necessary. One pick-up and drop-off per invitee will be provided, i.e., both the invitee and guest must be picked up at and returned to a single location, although the single pick-up location may differ from the single return location.

In the limousine will be a complimentary bottle of sparkling wine, a pair of champagne flutes and a box of fine chocolates. This is the commemorative gift provided to each couple. The wine will be chilled so participants may drink it during the ride to the restaurant, if they choose. Gift packaging and other tasteful materials in the limousine will deliver an **Accord** message. Participants may leave the gift in the limousine during the meal, as they will be returning in the same limousine.

If it is necessary to provide any additional instructions to the event participants, they will be provided in the limousine in written form. For example, we may wish to provide drink tickets to manage beverage costs at the cocktail reception.

Limousines will remain at the venue to provide return transportation at the conclusion of the event.

It may be reasonable in some or all cases to transport more than one couple per vehicle.

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Welcome Sign:

Upon arrival at the restaurant, event participants and, indeed, all adult patrons of the restaurant that evening will see a tasteful sign (e.g., an easel card) welcoming the **Accord** event participants and their guests to the restaurant.

Arriving **Accord** event participants will identify themselves to the maitre d' as would any patrons of the restaurant. The maitre d' will confirm their reservation and direct them to the cocktail reception.

Cocktail Reception:

The cocktail reception will be held in an area of the restaurant only accessible to event participants. The room will be decorated with tasteful **Accord** signage. There will be an area where information about the **Accord** Smoking System can be obtained, and where the **Accord** Smoking System and **Accord** cigarettes can be purchased.

Complementary hors d'oeuvres and beverages will be provided. We may wish to provide drink tickets to manage beverage costs and liquor liability at the cocktail reception.

In addition to the person or persons assigned to the **Accord** information and sales area, there will be one or more persons welcoming guests and assisting them in meeting other guests. In particular, these hosts will strive to pair competitive smokers who wish to question an **Accord** smoker with willing **Accord** smokers, to provide peer selling.

The host's next duty after a guest is welcomed is to direct that guest to the registration table, where government-issued identification will be presented, and all necessary releases and registration documents will be completed. They will then be invited to join the party.

If some of the hosts are smokers who would like to smoke **Accord**, they will be provided with the system for their personal use only. Those hosts who are smokers who choose to smoke **Accord** will be permitted to use the product during the event. Hosts who choose to smoke **Accord** can answer questions about their personal **Accord** experience but will not be permitted to offer free puffs or any other form of sampling. Hosts who are smokers and who choose *not* to smoke **Accord** during the event will not be permitted to smoke other cigarettes during the event, except during their breaks (and then not in the event area).

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All of the hosts, regardless of whether or not they personally smoke **Accord**, will offer the guests information about **Accord** and will be prepared to answer questions about the system.

During the cocktail reception, one or more of the following will be presented for entertainment.

- Live music, such as a jazz combo or classical ensemble, primarily as background.
- A vocalist or soloist who joins the group for a short set of *foreground* music.
- Remarks by the chef about the menu for the evening.
- A kitchen tour.
- Remarks by some expert on a subject related to entertaining or sociability, e.g., wine tasting or napkin folding.

Bracketing the foreground entertainment will be an **Accord** sales message, delivered by an appropriate person.

Competitive Conversion:

Competitive smokers who wish to try **Accord** must purchase the whole system, which includes three packs of **Accord** cigarettes. The systems available for sale at the event will be charged up and "ready to smoke." Cost of the system will be approximately \$45. Packs of **Accord** cigarettes also will be sold, but only to persons who are in possession of an **Accord** lighter, to prevent someone from purchasing the cigarettes alone and attempting to smoke them like conventional cigarettes.

If event participants wish to check their purchases to be picked up upon departure as they would an overcoat, that service will be provided.

The Accord information and sales area will be open throughout the cocktail reception and for the balance of the evening.

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The Meal:

After the conclusion of the foreground entertainment and when their tables are ready, the **Accord** guests will be seated in the main dining room. They will be seated in groups of six or more. Names will be called to assemble parties, so they can be seated in an orderly fashion. A six-person party will be directed to a specific six-place table, but places at the table will not be individually assigned.

On the tables are subtle **Accord** sales materials that are not intrusive to the other diners. Table service is provided by the regular waitstaff, who are *not* expected to possess any **Accord** product knowledge. They will provide the same level of service to the **Accord** event participants as they provide to all restaurant patrons.

Accord event participants will receive a special menu, which they may keep as a souvenir of the evening. The menu is either fixed or offers limited choices, and is determined by the chef of the participating establishment. Since it is complementary, no prices are shown. A complete meal is provided. Beverages are included but the selection and quantity are limited. Participants may purchase alternative or additional food and beverages from the regular menu at their own expense, if they wish, but that is not encouraged.

The **Accord** hosts will be instructed to keep any selling very low key in the dining room and only answer questions posed by the guests as part of normal dinner table conversation. We expect that occasionally the hosts will also be asked questions by restaurant patrons who are not **Accord** event participants, which they will be prepared to answer appropriately.

Return Transportation:

Accord event participants may depart the restaurant whenever they finish their meal and wish to leave. We may want to establish in advance an official end time for the event so no participants are tempted to retire to the restaurant bar for several hours after the meal, running up the limousine bill. All participants will return in the same vehicle that brought them.

Conclusion:

By demonstrating and highlighting key product benefits, and by providing both current and new **Accord** smokers with a memorable and enjoyable experience, complements of **Accord**, the **Accord** restaurant event will reinforce the purchase decision of current and new **Accord** smokers, and encourage competitive smokers to try **Accord**.

fmi looks forward to working with you on this exciting, innovative event.



**Accord Restaurant Event
Venue Options
Attachment I**

Acacia – 3325 W. Cary St.

- ♦ *Comments:* Not practical. Capacity is only 40. They would only guarantee space the nights the account is normally closed which is Sunday and Monday.
-

Buckhead's – 8510 Patterson Ave.

- ♦ *Restaurant Capacity:* 70 (front room) + 45 (back room). In total 115. Adding another room to open February 2000 for 80 ppl to total 195.
 - ♦ *Smoking Section* (able to enlarge): Yes
 - ♦ *Separate cocktail reception area*
 - ♦ *Entertainment:* No. Possibly could work something out if we wanted to bring it.
 - ♦ *Comments:* Jazzy music over intercom. In a strip mall. Not a fancy location, but fancy inside.
 - ♦ *Food/ Cuisine type:* Meat and seafood
-

Byrum's Lobster House – 3215 W. Broad St.

- ♦ *Restaurant Capacity:* 260
 - ♦ *Smoking Section* (able to enlarge): Yes
 - ♦ *Separate cocktail reception area*
 - ♦ *Entertainment:* Pianist on Fridays and Saturdays.
 - ♦ *Comments:* Open rooms. The owner says it's great food for a reasonable price. Also have a banquet room.
 - ♦ *Food/ Cuisine type:* Seafood
-

Chef Maxwell's – 421 E. Franklin St.

- ♦ *Restaurant Capacity:* 50 upstairs, 80 downstairs. 130 in total.
 - ♦ *Smoking Section* (able to enlarge): Yes
 - ♦ *Separate cocktail reception area*
 - ♦ *Entertainment:* Pianist on Friday and Saturday. Will schedule the pianist for whatever night we want.
 - ♦ *Comments:* Wants to seat us in main room and have the upstairs be the Non-Smoking section. Print a new menu every day and would recognize us on it.
 - ♦ *Food/ Cuisine type:* Southern regional food
-

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**Accord Restaurant Event
Venue Options
Attachment I**

Europa – 1409 E. Cary St.

- ♦ *Restaurant Capacity:* 68 + downstairs lounge/ dining area.
 - ♦ *Smoking Section* (able to enlarge): Whole place is smoking.
 - ♦ *Separate cocktail reception area*
 - ♦ *Entertainment:* Friday and Saturday is local talent; open to us bringing it in.
 - ♦ *Comments:* Monday is tapas night. Can either rent out bottom floor with bar, or simply make a reservation to be in the main room upstairs.
 - ♦ *Food/ Cuisine type:* Tapas, pasta, fish, large wine list
-

La Grotta – 1218 E. Cary St.

- ♦ *Restaurant Capacity:* Cocktail lounge + dining room (seats 60) + wine cellar (seats 22) to total 90 – 100 people all together.
 - ♦ *Smoking Section* (able to enlarge): Can choose either dining room or wine cellar.
 - ♦ *Separate cocktail reception room*
 - ♦ *Entertainment:* No, but can work with them to bring our own.
 - ♦ *Comments:* Flexible – can arrange things with the manager.
 - ♦ *Food/ Cuisine type:* Italian - beef, poultry, fresh fish, pasta
-

LeMaire – Franklin & Adams Streets

- ♦ *Restaurant Capacity:* 150
 - ♦ *Smoking Section* (able to enlarge) – Yes, if everyone agrees.
 - ♦ *Separate cocktail reception room* – Pianist room, or two branches of hotel lobby rooms.
 - ♦ *Entertainment:* Pianist every night – at times with a string trio.
 - ♦ *Comments:* Inside the Jefferson Hotel. Will give us a limited menu where each person receives a four course meal.
 - ♦ *Food/ Cuisine type:* Meat, seafood
-

Millie's Diner – 2603 E. Main St.

- ♦ *Restaurant Capacity:* 50
 - ♦ *Smoking Section* (able to enlarge): Everything is smoking.
 - ♦ *Separate cocktail reception area* – Not really unless you used the front bar area.
 - ♦ *Entertainment:* Juke boxes at each booth. No live entertainment. They are closed on Mondays and would let us bring our own entertainment then.
 - ♦ *Comments:* Diner atmosphere. In the warehouse district. Open grill area by bar. Food looked great, but the atmosphere was definitely a diner. Extensive wine list.
 - ♦ *Food/ Cuisine type:* Beef, seafood, pasta with a Southern flair
-

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**Accord Restaurant Event
Venue Options
Attachment I**

Mr. Patrick Henry's Inn – 2300-02 E. Broad St.

- ♦ *Restaurant Capacity:* 50 (main dining room) + 30 (front bar area) + 2 rooms with 12 each + tavern in basement. In total 150.
 - ♦ *Smoking Section* (able to enlarge): Yes
 - ♦ *Separate cocktail reception area*
 - ♦ *Entertainment:* Open to us bringing it in.
 - ♦ *Comments:* Sign outside says "proper dress required." South of town. Inn feeling.
 - ♦ *Food/ Cuisine type:* Meat & poultry, fresh fish
-

Sam Miller – 1210 E. Cary St.

- ♦ *Restaurant Capacity:* All rooms together they hold about 140 people.
 - ♦ *Smoking section* (able to enlarge): Yes. Can work with us depending on what room we'd like to be in.
 - ♦ *Separate cocktail reception room*
 - ♦ *Entertainment:* Can work with us if we'd like to bring our own.
 - ♦ *Comments:* Will make each person their own menu. May be difficult to guarantee adult venue.
 - ♦ *Food/ Cuisine type:* Meat, seafood
-

Surf Side Grill – 1714 E. Franklin St.

- ♦ *Restaurant Capacity:* 50
 - ♦ *Smoking Section* (able to enlarge): Yes, would let us have No-Smoking room.
 - ♦ *Separate cocktail reception area*
 - ♦ *Entertainment:* Open to us bringing something in.
 - ♦ *Comments:* The two rooms are somewhat open to each other separated by the bar wall. Louder music. Food expensive, more of a high class grill feel.
 - ♦ *Food/ Cuisine type:* Seafood
-

The Dining Room at the Berkeley Hotel – 12th and Cary Streets

- ♦ *Comments:* Can't do a party of 30 unless we rent a banquet room and do a private party.
-

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**Accord Restaurant Event
Venue Options
Attachment I**

The Hard Shell – 1411 E. Cary St.

- ♦ *Restaurant Capacity:* 100
 - ♦ *Smoking Section* (able to enlarge): Yes, most of restaurant is smoking.
 - ♦ *Separate cocktail reception area*
 - ♦ *Entertainment:* Jazz bands Tuesday through Saturday.
 - ♦ *Comments:* Would like us to start at 6pm. We would be able to have a limited menu.
 - ♦ *Food/ Cuisine type:* Seafood, meat
-

The Tobacco Company – 1201 E. Cary St.

- ♦ *Restaurant Capacity:* 235
 - ♦ *Smoking section* (able to enlarge): Yes, have 2nd and 3rd floor sections.
 - ♦ *Separate cocktail reception room*
 - ♦ *Entertainment:* Monday through Friday starting at 9pm.
 - ♦ *Comments:* 1st floor = cocktail lounge/ stage; 2nd & 3rd = dining with smoking sections; basement = entertainment some nights, bar and dancing.
 - ♦ *Food/ Cuisine type:* Meat, fresh fish, pasta
-

The Track – 2915 W. Cary St.

- ♦ *Comments:* Small restaurant – seats 50 people. Capacity won't allow us to be seen by the public. The restaurant is willing to do it, but the group won't be seated together necessarily. Any night but Friday, Saturday, and Monday.
-

Also worth looking into: The Bull & Bear Club, Amici Ristorante, Havana 59, Ruth's Chris Steakhouse, Halfway House Restaurant, La Petite France, The Melting Pot

Note: The following were Smoke Free Restaurants

- Carnivores
- Mussleduck's
- The Frog and the Redneck

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**Budget Quote Sheet
Accord Restaurant Event
Attachment II**

Item	Budget
Labor Rates	
Merchandisers (5 events x 3 merchandisers x 6 hrs x \$20)	\$ 1,800.00
Field Supervisor (4 weeks x \$1,000 per week)	\$ 4,000.00
Event Food & Beverages	
40 guests (include 10 additional for fmi staff and PM) x 5 events x \$60 (food, tax, tip) x \$25 (beverage)	\$ 17,000.00
Venue Fees (5 accounts x \$750)	\$ 3,750.00
Guest Travel (Limousines)	\$ 26,250.00
\$350 per night/5 hrs x 15 couples x 5 events	
Operating Expenses	
Admin	\$ 1,500.00
Phone/Fax/Copies (set-up of 800 RSVP charge)	\$ 1,200.00
Shipping (postage for 400 invitations plus \$100 per event)	\$ 720.00
Supplies/misc	\$ 750.00
Training Trip - Cost included in manager travel line	n/a
Vehicle Rental - Cost included in manager travel line	n/a
Warehouse	\$ 300.00
Mini storage monthly rate of \$300	
Entertainment	\$ 4,000.00
\$800/2 hrs x 5 events	
Talent Travel - Hire merchandisers locally	n/a
Manager Travel - Sell-In	
Airfare (1 trips x 2 Internal team x \$475) (1 trip x 1 person x \$475)	\$ 1,425.00
Hotel (2 people x 5 nights x \$100) (1 person x 3 nights x \$100)	\$ 1,300.00
Rental Car (2 trips x 8 days x \$80 per day)	\$ 1,280.00
Per Diem/Food Sampling	\$ 1,500.00
Manager Travel - Execution	
Airfare (2 trips x 2 people x \$475) (3 trips x 1 person x \$475)	\$ 3,325.00
Hotel (2 people x 3 nights x 2 trips x \$100) (3 trips x 1 person x 3 nights x \$100)	\$ 2,100.00
Rental Car - Van (15 days rental x \$125)	\$ 1,875.00
Per Diem (25 days x \$25 per day)	\$ 625.00
Insurance	\$ 1,000.00
Management Labor	\$ 6,000.00
Liscenses & Permits	\$ 500.00
Management Fee	\$ 16,200.00
Total Program Cost	\$ 98,400.00

* Budget does not includes any design or production charges for event related materials including: POS, Premiums, Kiosk, Banners , etc.

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